



USAID
FROM THE AMERICAN PEOPLE

Good Governance Initiative (GGI)

Final Report

27 April, 2017

NAME OF GRANTEE: Institute for the Development of Freedom of Information

Award Number: GGI-G-006

Address: 3 A. Griboedov Street, 0108 Tbilisi, Georgia

Name of the Person Responsible for the Program Report: Saba Buadze

PROJECT TITLE: “Developing a Transparency and Integrity Framework for the Ministry of Regional Development and Infrastructure of Georgia”

Financial Support: Tetra Tech ARD, Implementer of the Good Governance Initiative in Georgia Project (GGI)

Milestone: Milestone No. 5

Output: Following review and acceptance by MRDI of the draft strategic document, a detailed monitoring methodology will be prepared, and the adopted plan will be submitted to the Anti-Corruption Coordinating Council with a proposal for inclusion in the national anticorruption system, and presented to the public.

Deliverables:

- 1) Detailed monitoring methodology prepared and submitted;
- 2) Public (close out) presentation of MRDI strategic document to stakeholders and Interested parties, together with related summary in English, photos and sign-in sheets;
- 3) Develop a manual/guide/toolkit for MRDI staff awareness raising activities/trainings on Anti-Corruption Framework
- 4) Awareness raising presentations/ workshops/trainings with MRDI staff (sign in sheets submitted);
- 5) Final report summarizing work conducted and results achieved (GEO and ENG.).

ACTIVITIES:

On March 9, 2016 the Institute for the Development of Freedom of Information started the project (gran) “Developing a Transparency and Integrity Framework for the Ministry of Regional Development and Infrastructure of Georgia” supported by USAID Good Governance Initiative (GGI).

The goal of the project was to create an independent integrity, transparency and anticorruption framework for the Ministry of Regional Development and Infrastructure (MRDI) and implement the framework into the national anticorruption system.

Main objectives of the Project were:

- To identify existing risks related to integrity, transparency and anticorruption at MRDI through a comprehensive situation analysis;
- To create a working group tasked with the development of an internal anticorruption policy document;
- Develop an Anti-Corruption and Integrity Strategic Document for the Ministry of Regional Development and Infrastructure;
- Develop indicators that will guarantee successful monitoring of the achieved progress;
- Advocate for the formal adoption of the document and its incorporation into the general anticorruption framework;
- Improve access to public information for further cultivation of public engagement;

ACTIVITIES Conducted throughout the project:

To achieve the above-mentioned project objectives, IDFI team carried out the following activities:

- In the beginning of the project, IDFI reached out to the management of the Ministry of Regional Development and Infrastructure and agreed on the working process. Together with the Deputy Minister, IDFI project team identified agencies and units that would be involved in the formal working group that would discuss the documents prepared throughout the duration of the project. The working group was composed of representatives from the Administrative Department of MRDI, the Department of Public Relations, Internal Audit Department, the Legal Department, the Municipal Development Fund of Georgia, the United Water Company of Georgia LLC, LEPL Center for Effective Governance System and Territorial Arrangement Reform, the Roads Department of Georgia, Solid Waste management Company of Georgia LLC and the State Construction Company of Georgia LLC. The 1st meeting of the Working Group was held on March 25, 2016 at the Ministry of Regional Development and Infrastructure (MRDI). The meeting was attended by the IDFI team, representatives of USAID and MRDI.
- After agreeing on the timeline and implementation procedure, IDFI has started preparing the situation analysis document, which would be composed of input received during interviews with stakeholders as well as desk research. In total, IDFI project team has conducted more than

15 interview sessions that included representatives of the Ministry and its subordinate agencies, as well as representatives of civil society and private companies. Prior to conducting interviews, IDFI has prepared a questionnaire that was aimed at simplifying data collection on the required areas. The draft situation analysis was presented to the working group. Prior to finalizing the situation analysis, the content of the document was modified several times, undergoing changes based on the comments received from different stakeholders of the Ministry and its system.

- The situation analysis has identified several important gaps that were later addressed in the transparency and integrity strategy and action plan. In particular, the situation analysis mapped problems related to access to public information, citizen engagement, human resources management, corporate accountability of the state-owned enterprises, public ethics, internal financial control, monitoring and planning. The situation analysis reviewed individual gaps and deficiencies within various departments and agencies of the Ministry and its system. As a result of several rounds of revision of the situation analysis, the final document covered four main directions that needed to be addressed in the strategic documents.
- In the process of preparing the strategy, IDFI team largely relied on the findings of the situation analysis, as well as on international best practices and recommendations of international organizations. First drafts of the strategy were submitted to the working group for review. IDFI has received written comments and recommendations for the improvement of the draft document. The feedback induced both substantive and technical recommendations that were incorporated in the strategy by the IDFI project team. After the renewal of the first draft of the strategy, IDFI prepared the action plan and a relevant list of performance indicators. The action plan reflects key objectives that are stated in the strategy. In addition, the project team prepared a list of indicators for every objective of the action plan. IDFI has included both performance and impact indicators in the action plan.
- Prior to the approval of the first draft, the strategy and action plan have undergone detailed revisions both with the working group and individual representatives of the Ministry. Three additional working group meetings were conducted in order to modify the substance of the strategic documents, as well as to amend the language and realign the structure of the document. In the final revision stage, IDFI has conducted detailed revision sessions with the Deputy Minister, agreeing on the language of the strategy and the indicators of the action plan. During the project implementation process, the leadership of the Ministry of Regional Development and Infrastructure has changed, resulting in approximately one month slowdown. The draft strategy and action plan were approved by the Ministry on February 23, 2017.
- In the meantime, the Ministry and IDFI has successfully advocated for the inclusion of MRDI in the OGP Georgia Forum. As a result of negotiations, MRDI has committed in the OGP action plan to develop and implement a transparency and integrity strategy. The 2016-2017 OGP National Action Plan of Georgia, which was adopted by the Government of Georgia in November 2016, includes a commitment of MRDI for the first time. IDFI has assisted MRDI by drafting the formulation of the commitment and has advocated for its inclusion in the OGP action plan.
- In addition to OGP, IDFI has actively advocated for the inclusion of MRDI transparency and integrity activities in the 2017-2018 National Anti-Corruption Action Plan, which has not yet

been approved. On the Anti-Corruption Council Working Group meetings IDFI regularly advocated for the inclusion of MRDI activities in the Anti-Corruption Action Plan. IDFI project team presented the MRDI strategy and action plan on the working group meeting held on March 9, 2017. In addition, IDFI representatives also raised the issue on the meeting of the Anti-Corruption Council, held on 23 April, 2017. The Council agreed to communicate with MRDI and consider including it transparency and integrity activities in the national framework.

- After the approval of the draft strategy and action plan of MRDI, IDFI has organized a public discussion of the documents in March, 2017. The public discussion was attended by local civil, society organizations, representatives of donor organizations, as well as individual experts. In particular, representatives of the Georgian Young Lawyer's Association, Transparency International Georgia, CSRDG and Business and Economic Center participated in the public discussion. The Ministry has received several comments and remarks for the improvement of the strategy and action plan. After incorporating the remarks discussed during the public discussion, MRDI has sent forward the document for adoption through Ministerial Decree. The strategy and action plan prepared within the project were approved by Ministerial Decree #69/O on April 26, 2017, which is the main indicator for the successful implementation of the project.
- In addition to preparing the strategy and action plan, IDFI has developed a monitoring methodology that provides solutions for effective monitoring of the action plan. The methodology offers several mechanisms for measuring performance and is accompanied by a monitoring framework. The monitoring methodology was developed on the basis of existing national monitoring approaches and mechanisms and takes into account the principles set by the national Anti-Corruption Strategy. IDFI has submitted the methodology to MRDI, which will be later used during the monitoring process.
- As a final activity of the project, IDFI has presented the strategy and action plan to the staff of MRDI and its subordinate agencies. IDFI representatives have discussed the process of preparing the strategy and have elaborated on the principles that are included in the documents. During the presentation, the representative of IDFI has discussed the importance of adopting such a strategy, as well as principles of transparency, integrity and accountability. The presentation included practical suggestions for the implementation of the action plan and some general considerations that should be considered during the process of fulfilling the commitments of the strategic documents.
- IDFI has also prepared a guidance note and presentation for the employees, which includes useful information that will be beneficial for the employees of the Ministry in the process of implementing the action plan.

Financial Report

BUDGET CATEGORY	UNIT COST	QTY/Percentage	FREQ./Month	Freq.unit	GGI Support -in USD	Total - in GEL	Actual expenses	Budget left GEL
1.Personnel / Labor				Month	41 762,54	103 207,77	101 568,16	1 639,60
Materials and Supplies				Month	2 517,00	8 271,44	-	8 100,08
Transportation				Month	646,68	1 598,15	-	1 598,15
Activity Costs - Services, training, workshops, products				Month	6 224,49	15 382,58	3 848,39	11 534,19
Communication				Month		916,36		635,33
TOTAL BUDGET					51 150,71	129 376,29	105 416,55	23 507,35

Project Director:

Levan Avalishvili

27 April, 2017